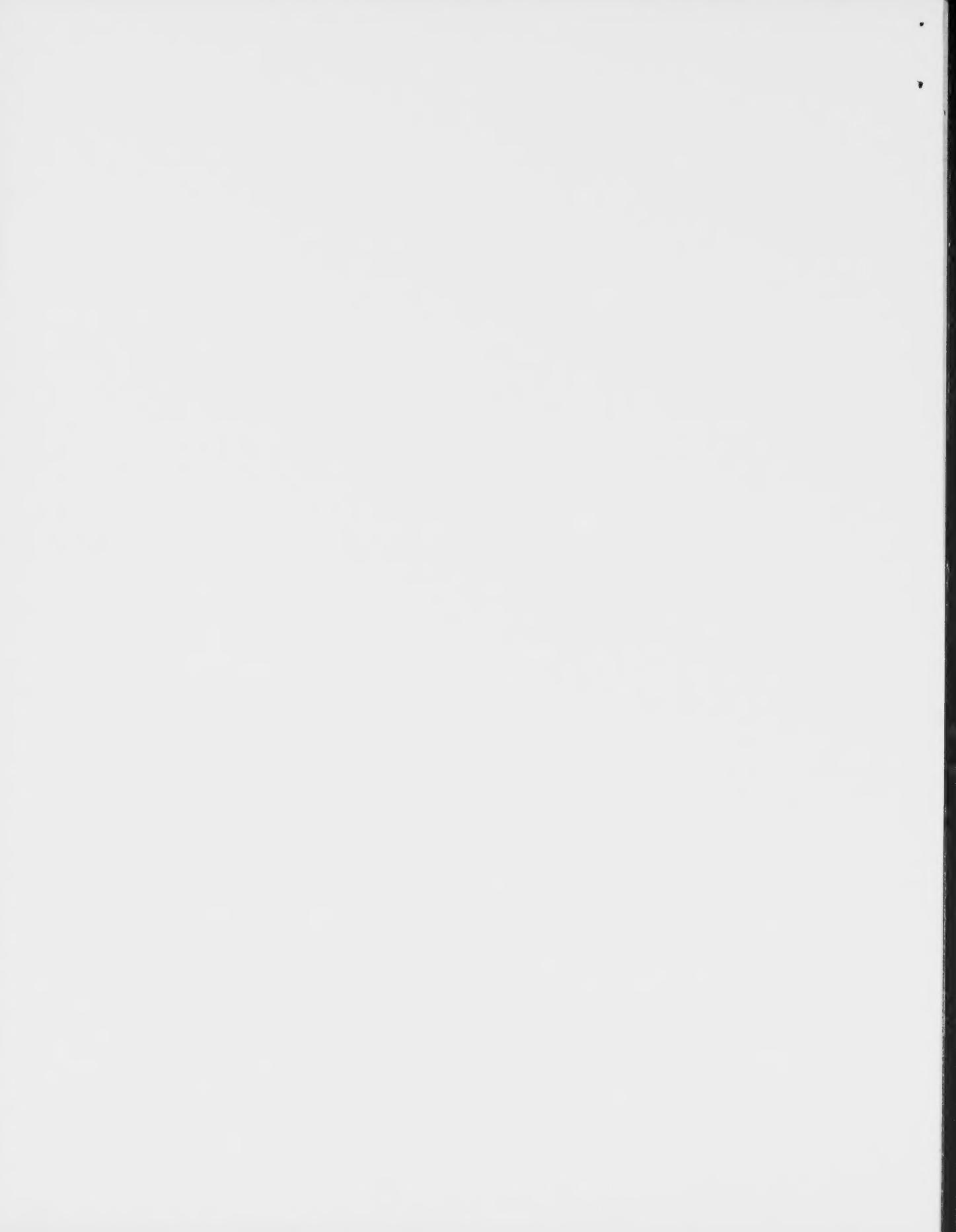


# Council Conseil

College Compensation and Appointments Council  
Conseil de la rémunération et des nominations dans les collèges

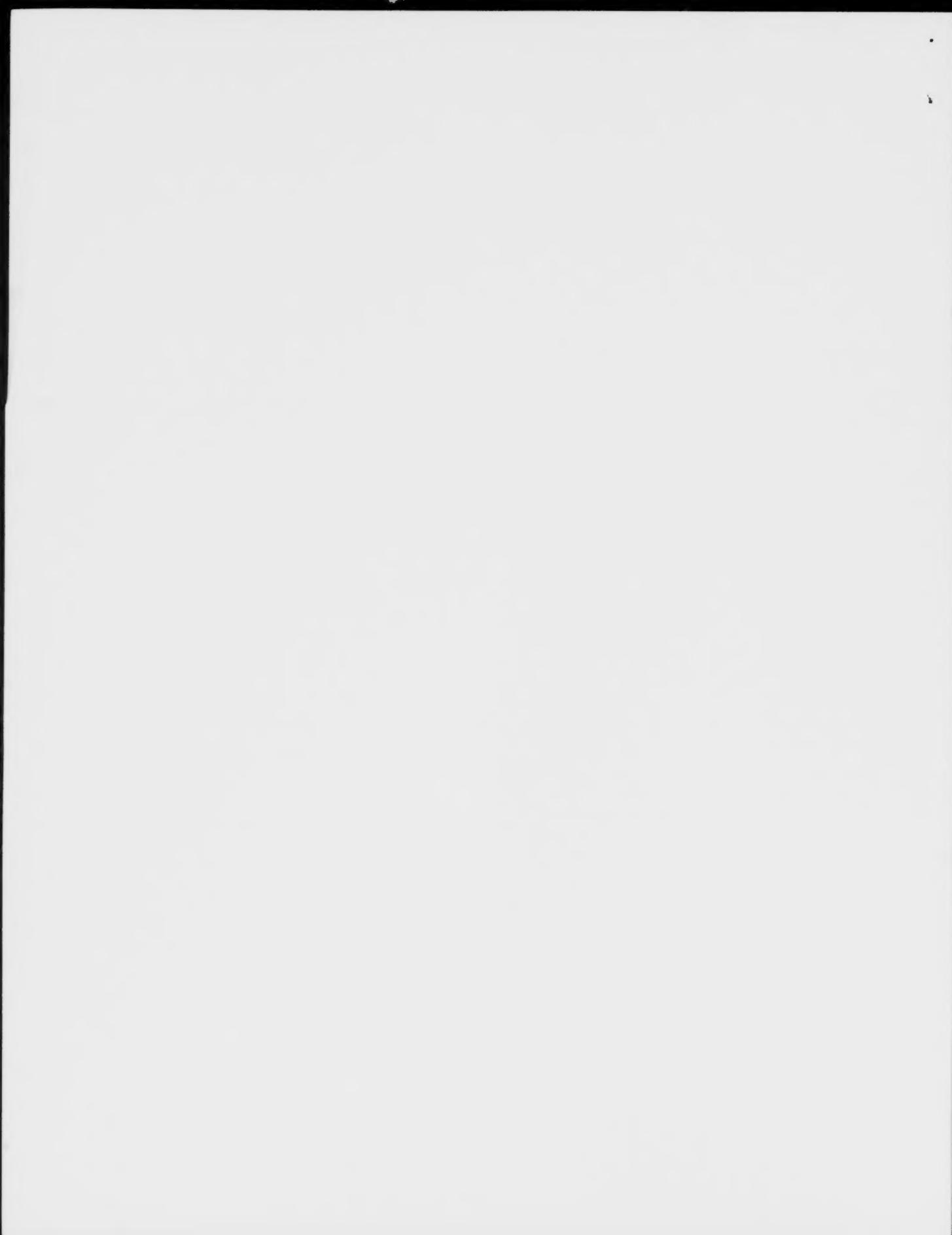
## Annual Report 2007/2008

March 2008



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## A YEAR IN REVIEW

On behalf of the College Compensation and Appointments Council, it is my pleasure to present the Annual Report for April 1, 2007 to March 31, 2008. The Council remains committed to providing counsel and service to Ontario colleges in support of their goal to meet the diverse needs of learners in communities throughout Ontario.

This past year was one of change for the Council with the completion of a new logo and branding initiative, an operational audit of services, the appointment of four new Council members, the introduction of a new Minister of Training, Colleges and Universities, the Honourable John Milloy, and the Whitaker Review of the *Colleges Collective Bargaining Act, 1990*.

1990 with its potential for a significant impact on Council operations and services.

In August 2007, a review of the *Colleges Collective Bargaining Act, 1990* was undertaken as part of the government's consideration of collective bargaining rights for part-time college employees. In a submission with Colleges Ontario, the Council welcomed the Review and looks forward to the government's decision on part-time college employees.

In the fall 2007, the Ontario Internal Audit Division of the Ministry of Training, Colleges and Universities (MTCU), issued its report on the operational review of the Council. In it, they state: "... the Council has impact far greater than its direct operating budget might indicate. The appointment of College Board external governors involves selecting individuals who will oversee and direct institutions with over 1.2 billion dollars in government funding. In addition, through its role in the collective bargaining process for the college sector, the Council is responsible for negotiating significant operating expense elements." The assessment provided the Ministry with a greater understanding of the Council's work as well as valuable feedback to the Council, resulting in a number of initiatives to enhance its work.

Also in the fall, the Council launched changes to its logo and website which provide clear identification of the Council's materials and information and ease of access to information on human resources, governance and Premier's Awards responsibilities. Available on the

website are college academic job postings, historical documents and how stakeholders may contact us online with concerns or questions.

The Council welcomed the new Minister of Training, Colleges and Universities, the Honourable John Milloy in October, 2007. He was well received at the 2007 Premier's Awards and the Council looks forward to continuing the dialogue with Minister Milloy on our shared commitment to Ontario's community colleges.

The Council regularly evaluates its services and consults with stakeholders in a cycle of continuous improvement. This year a stakeholder survey on the Premier's Awards shaped new directions, such as outreach to secondary school guidance counsellors, a nominee magazine and website improvements.

Early in 2008, the Ontario Public Service Employees Union (OPSEU) representing approximately 6,500 college support staff, served the Council with notice to bargain. The Council's website provides regular updates on bargaining as we endeavor to reach a fair and equitable agreement with support staff colleagues.

Between April 2007 and March 2008, the Francophone Affairs and Governance Committees appointed 49 and reappointed 39 external board members. The Council lauds the colleges in attracting key business, industry and community leaders who also represent a diversity of skills and backgrounds from their unique communities.

The Council wishes to acknowledge the 2008 Ontario budget's investment in colleges with grants for textbooks and technology for full-time college students and support for travel costs for students from remote or rural areas.

Once again, I want to recognize the commitment and hard work of the Council members and staff in their dedication to Ontario's colleges. A special note of appreciation goes to Vice-chair Normand Fortier and to departed members Max Maclean, Vickie Campbell, Ratna Ray and the Honourable Margaret R. Best, now Minister of Health Promotion. And a warm welcome to four new members whose efforts, along with those of five returning Council members, ably demonstrate the Council's belief in the vital role colleges play in the life of Ontario.

A handwritten signature in black ink, appearing to read "Debra Cooper Burger".

Debra Cooper Burger,  
Chair

## COUNCIL OVERVIEW

The College Compensation and Appointments Council, established under the *Ontario Colleges of Applied Arts and Technology Act, 2002*, and the *Colleges Collective Bargaining Act, 1990* is a provincial government agency serving Ontario's 24 colleges. Its legislated mandate includes the appointment of governors to college boards, and representing the employer in negotiating collective agreements with the colleges' unionized academic and support staff. It also acts as policy holder for all employee group benefits and administers the Premier's Awards and other duties assigned by the Minister.

Much of the Council's business is conducted through the Executive Committee and the Francophone Affairs, Governance, Human Resources and Premier's Awards standing committees.

The **Executive Committee's** primary responsibilities are to set the agenda for the Council's monthly meetings, oversee the Council's finances and conduct any business required between meetings and during the summer.

The **Francophone Affairs Committee**, providing services in French, gives advice to the Council on French-language issues and makes recommendations on external appointments to the boards of Collège Boréal and La Cité collégiale.

The **Governance Committee** makes recommendations to the Council on external appointments to the 22 English-language college boards as well as on college governance issues. It provides governance advice, guidance and support to the colleges and develops resources to assist boards in exercising their responsibilities.

The **Human Resources Committee** makes recommendations to the Council on provincial collective bargaining with academic and support staff, as well as human resources management issues, including benefits.

The **Premier's Awards Committee** coordinates the annual Premier's Awards comprising recipient selection, the video of recipients and the nominee magazine. It also guides the sponsorship campaign, which is key to the success of the event.

**OUR MISSION**  
The College Compensation and Appointments Council (The Council) is a provincial agency, reporting to the Minister of Training, Colleges and Universities.

Our mission is to support Ontario's colleges of applied arts and technology through best practices in responsible collective bargaining and effective governance.

The Council leads the collective bargaining process on behalf of colleges in negotiations with faculty and support staff unions.

The Council oversees the appointment of external members to college boards of governors, and provides research, advice and resources to colleges on key governance and human resources issues.

To provide valued counsel and outstanding service to colleges in support of their commitment to meet the diverse needs for applied learning in their communities.

**OUR VISION**  
The Council will achieve its vision with a commitment to integrity and respect in our relationships with our stakeholders; leadership and innovation in our policies, processes and practices.

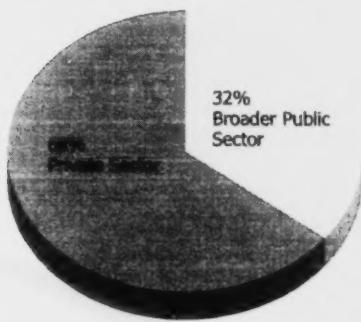
## THE COUNCIL AT WORK

### *Performance Goals:*

- to demonstrate leadership by contributing to board effectiveness through supporting and, as required, strengthening governance effectiveness in Ontario's colleges
- to demonstrate leadership through expertise in the field of governance

The Council appoints external governors to the 22 English-language colleges and the two French-language colleges. To fulfill the requirements of the **Protocol for Board Nominations and Appointments**, colleges submit nominees who reflect the diversity of experience, professional skills and community to support their college's strategic direction. Between 12 and 20 governors (an even number) from the external community and four elected from students, academic, administrative and support staff groups, comprise the board complement.

*English-Language Boards  
Private-Public Sector Representation*



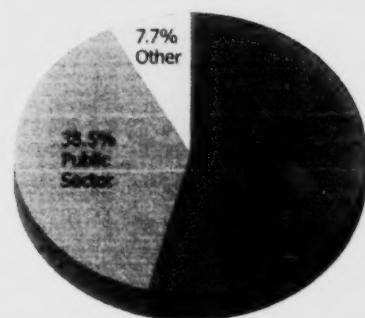
Between April 2007 and March 2008, the Council appointed 47 and reappointed 39 college board members to the English-language colleges and appointed 2 college board members to the two French-language colleges.

In March 2008, the number of external members on the English-language boards totaled 256 out of a potential 272. Of the 256, 68% are from the private sector and 32% from the broader public sector. Members' sector representation includes:

43% business, finance and administration; 16% education; 8% government services; 13% health; 4% hospitality/tourism; 5% human resources; 2% not-for-profit; 14% processing, manufacturing and utilities; 9% professional administration; 4% technology. (Percentages exceed 100% as some represent more than one sector.)

Also during this time, all the external member positions on the French-language boards were filled, with a total of 26 members. Of these, 53.8% are from the private sector, 38.5% are

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from the public sector and 7.7% are classified as "other" (e.g. retired). Members' sector representation includes: 30.8% business, finance and administration; 19.2% education; 15.3% government services; 11.5% legal; 7.7% retail/wholesale; 7.7% media; 7.7% technology; 7.7% primary resources; 7.7% not-for-profit; 3.8% transportation; 3.8% health; 3.8% human resources, 3.8% manufacturing and utilities and 7.7% other.

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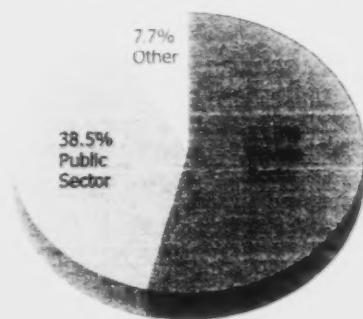
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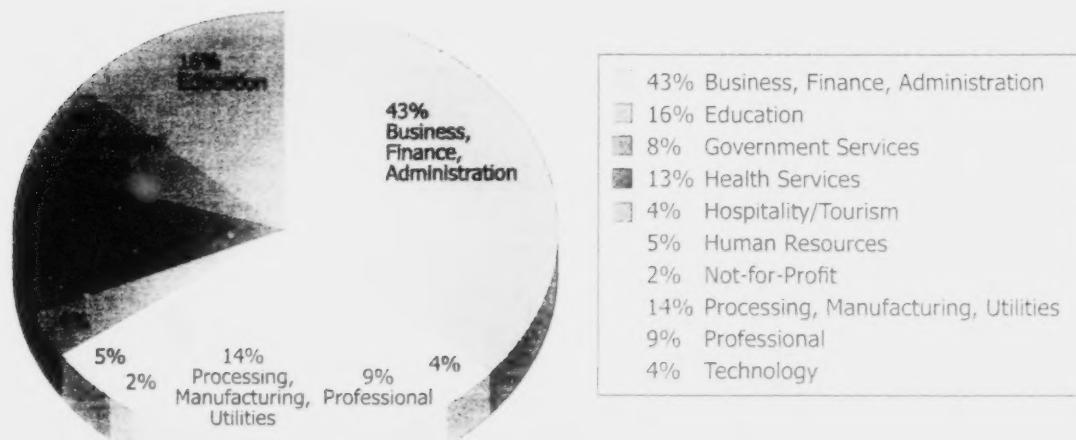
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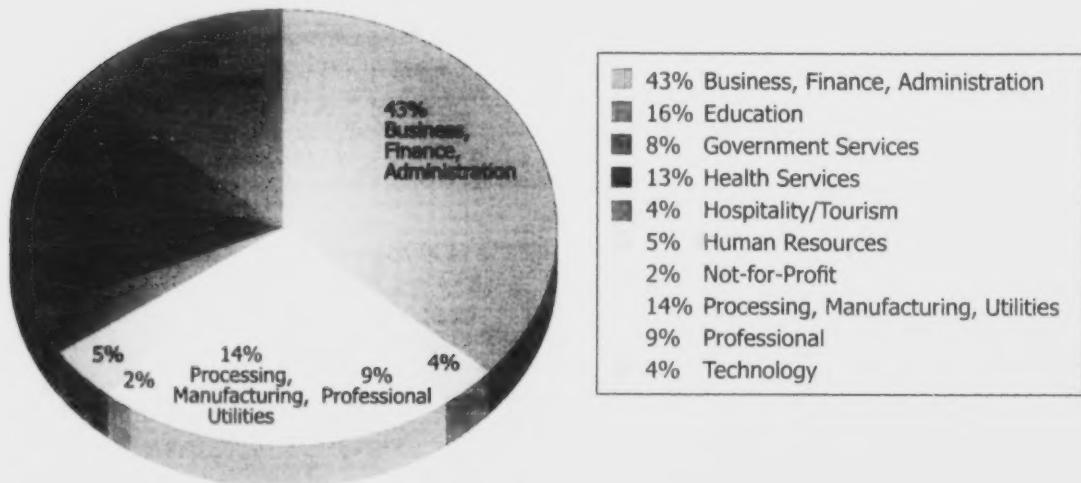
A new Council resource, **The Board Chair—President Relationship Guide** on the key elements of a successful chair and president relationship, was completed in spring 2008. **The Guide** is complemented by a literature review and available in both languages. It will be distributed to the colleges in summer 2008 and will be available on the Council's website.

The Council provides advice, expertise and resources to boards to assist them in exercising their responsibilities effectively. The Council's **Governors Resource Manual** provides governors with concise, clear and user-friendly information on their key roles and responsibilities as well as the legislation and regulation under which they operate.

### *Specific Sector Representation French-Language Boards*



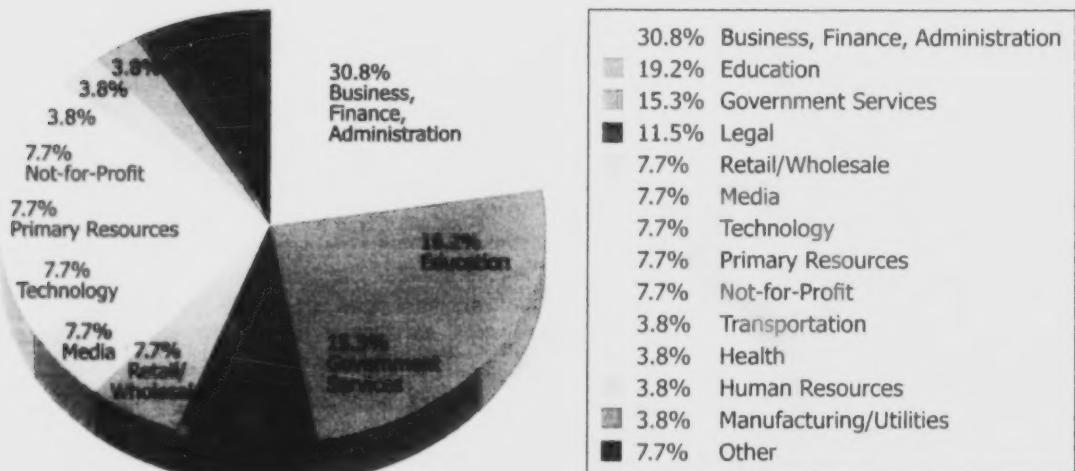
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### *Specific Sector Representation French-Language Boards*



*Performance Goals:*

- to provide strategic leadership in preparation for collective bargaining by working with the colleges to identify key issues, develop strategies, facilitate research and provide training to support the bargaining process
- demonstrate value to the college system as a central provider of human resources management services, working closely with the colleges to collect, analyze and disseminate relevant, timely human resources data and facilitate sharing of innovative human resources

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Working through the Council's Human Resources Management Steering Committee (HRMSC), comprised of college presidents and Council members assisted by staff, the Council manages such college services as collective bargaining, group insurance benefits, pay equity guidelines, grievances and arbitrations for over 15,000 staff (support, academic, administrative staff).

Under the mandate of the *Colleges Collective Bargaining Act, 1990* the Council is the bargaining agent for Ontario's 24 colleges. It also provides advice and guidance on matters relating to the interpretation of collective agreements and manages the human resources areas of grievances and arbitrations and the contracts for group insurance benefits.

The Council provides staff and research to the Colleges' Compensation Committee (CCC) which reviews and recommends to boards the terms and conditions of employment and compensation for presidents and administrative

staff, and, as policy holder, oversees the administration of benefits for all employee groups and retirees in the colleges.

Under the Council's initiative, a joint submission with Colleges Ontario was presented to the *Colleges Collective Bargaining Act, 1990* review, conducted by Kevin Whitaker. In his report to the Minister, it is noteworthy that Mr. Whitaker adopted 14 out of 17 recommendations put forward in the joint submission.

The Council provided communication templates, advice and strategies to the colleges on OPSEU's part-time organizing drive.

Throughout this reporting period, the Council led 16 training workshops across the province on staff job evaluation, administrative staff job evaluation, pay equity and benefits.

The Council is pleased with its updated website which has already garnered positive feedback from stakeholders as to its comprehensiveness and usefulness.

The Council conducts a benefits workshop for senior human resources and finance administrators every two years. The focus is on issues arising from the collective agreements and the Terms and Conditions of Employment for Administrative Staff.

Last held in the fall of 2006, the next seminar is scheduled for May 2008. In the interim, the Council has conducted a number of benefits presentations to employee and retiree groups to assist the colleges in administering the plans.

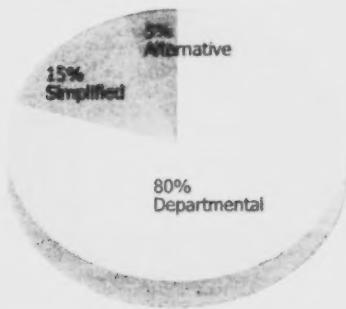
The Council is the contract policy holder for benefits for the college system, with annual premiums in excess of eighty million (\$80M) dollars. Each year, financial statements are reviewed by an external consultant to ensure accuracy and recommend any improvements.

In December, 2007 audit results of the Financial Report on Group Contracts (the life insurance waiver claims versus LTD claims) was accepted by the Council.

Two unique opportunities resulted from the 2006 academic bargaining: to explore alternative workload arrangements through pilot projects; and to establish an independent task force to examine faculty workload.

In response to the alternative workload initiative, twenty pilot programmes were conducted at seven colleges. At the conclusion of the pilots, a research firm was retained to

#### *Pilot Projects by Type*



report the results (due June 2008.) The second opportunity saw Wes Rayner appointed to lead an independent Workload Task Force examining faculty workload with its report expected in March 2009.

The Academic Employee Employer Relations Committee (EERC) has been working on a problem-solving model in preparation for the 2009 academic bargaining round.

Over 1,100 "Return to Work" grievances resulting from the 2006 academic strike are still ongoing with resolution expected by year end.

The Council provided administrative compensation statistics for both individual colleges and the system to assist in compensation policy development.

It revised the **Job Evaluation Manual** with the inclusion of new reference positions and instruments. A reference manual for non-union bargaining units was developed and complemented by regional workshops on local implementation.

Two compensation reports, including implementation guidelines to be adopted by colleges in March 2008, were completed.

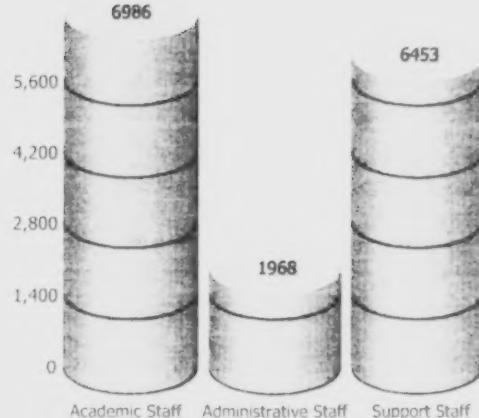
A board survey to assist colleges with system-wide data collection on presidential perquisites was also developed.

During the last round of support staff negotiations, union and management agreed to continue the investigation of workplace wellness through the Support Staff Employee/Employer Relations Committee (EERC) focusing on bullying and mobbing in the workplace.

The Committee's paper defined, identified and presented prevention options, which was shared with the union, human resource managers and posted on their websites. The Committee also conducted a workshop led by renowned expert, Dr. Kenneth Westhues.

In January 2008, OPSEU representing approximately 6,500 support staff served notice to bargain. The current collective agreement expires on August 31, 2008. The parties have scheduled 26 days of bargaining and exchanged their respective proposals February 2008.

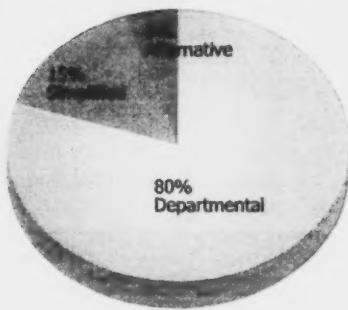
#### *Full Time College Staff (24 colleges)*



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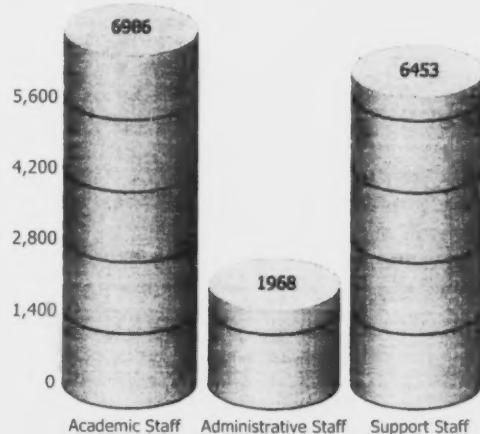
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#### *Full Time College Staff (24 colleges)*



*Performance Goals:*

- to establish the value of the Premier's Awards to the system and beyond

A stakeholder survey of the Premier's Awards was conducted by a consultant in the fall, 2007. Results confirmed the relevance, quality and high regard in which the Awards are held. Stakeholders recommended that the Awards could help change perceptions about the value of a college education. While the Council's fund-raising efforts were acknowledged, respondents proposed that it be funded more appropriately and securely.

The 16th Premier's Awards ceremony was held in London in February, 2008 in conjunction with Colleges Ontario's annual conference. Hosted by Fanshawe College, the 700-plus attendees ensured the success of the evening.

The Awards were presented by the Honourable John Milloy, Minister of Training, Colleges and Universities, on behalf of the Premier to six outstanding graduates.

The Panel of category-specific experts selected the final six recipients from 91 nominees. Chaired by the Council's Christine Williams, the Panel included:

Business – Sue Graham Parker, Senior Vice President, Scotiabank  
Community Services - Paulette Senior, CEO, YWCA Canada  
Creative Arts and Design - Piers Handling, Director/CEO, Toronto International Film Festival  
Health Sciences - Hilary Short, President/CEO, Ontario Hospital Association  
Recent Graduate - Michelle Lane, Director, The Lane Montessori School for Autism  
Technology - Carol Ring, Regional President, GTA, Rogers Cable Communications Inc.  
Media Representative - Philip McLeod, Editor, The Londoner  
Franco-Ontarian Representative - Claudette Paquin, Director, TFO (TVOntario French-language network)



**From left to right-back row:** Christine Williams - Chair of the Premier's Awards Committee, Murray Maracle - Council Member, The Honourable John Milloy - Minister of Training, Colleges and Universities; Debra Cooper Burger - Chair of the Council, Tom Hennebury - Council Member, **Premier's Awards Recipients from left to right-front row:** Abdul Abdulrahman - Algoma, Christopher Rowland - Centennial, Kay Blair - Humber and Peter Rowntree - Canadore. Not present: Bonnie Stern - George Brown and Elio Pacheco - George Brown

The event would not be possible without the sponsorship of Campus Living Centres Inc., Central Ontario Regional Council - Carpenters' Union, College Student Alliance, Colleges Ontario, Council members, Hicks Morley, Johnson Insurance Inc., Key West Marketing Service, London Property Corp., Magna, Mercer, Ontario Power Generation, Morneau Sobeco, Palaimon Solutions, Power Workers' Union, Scotiabank and Sun Life Financial. Each year, a number of new sponsors join these long-term supporters.

Performance Targets	Action 2007/2008
<p><b>A. Human Resources</b> Lead collective bargaining for academic and support staff in an exemplary manner to a timely and successful conclusion</p>	<p>Support staff bargaining underway with the model, bargaining teams, non-financial mandate approved in January, 2008</p> <p>Plan for 2009 Academic bargaining with preliminary work on bargaining team composition completed</p>
<p>Provide leadership to college human resources staff on central human resources management issues</p>	<p>Joint submission to the Whitaker Review completed</p> <p>Workshops and papers on variety of HR topics provided</p> <p>Monthly meetings with college HR service officers</p>
<p><b>B. Governance</b> Demonstrate leadership by contributing to board effectiveness through supporting and, as required, strengthening governance effectiveness in Ontario's colleges</p>	<p><b>The Board Chair-President Relationship Guide</b> developed – distribution summer 2008</p> <p>Resource manuals, forms etc. assessed and revised</p>
<p>Demonstrate leadership through expertise in the field of governance</p>	<p>Responded to system issues and inquiries effectively and promptly</p> <p>Disseminate best practices on emerging issues</p> <p>Identify and develop resources</p>
<p><b>C. Premier's Awards</b> Establish the value of Premier's Awards to system and beyond</p>	<p>Act on feedback from the stakeholder survey through outreach to guidance counsellors, nominee magazine, and additional information on website</p> <p>Continue improvements to the website with an interactive blog on the submission process</p>
<p>Secure financial stability</p>	<p>Attract new sources of sponsorship</p> <p>Focus on "targeted" fundraising with specific sectors</p> <p>Coordinate new private sector approaches with Colleges Ontario</p>
<p><b>D. Council Operations</b> Ensure ease and comprehensiveness of electronic data to the system through an enhanced website</p>	<p>Completed design of new logo which clearly identifies the Council</p> <p>Academic job postings, historical documents and the process for stakeholder contact are included</p>

## Priorities for 2008 - 2009

The Council's 2008/09 priorities are dependent on the government's decisions on the part-time college staff issue and the employers' association. Changes to the Council's human resources responsibilities are expected to impact the governance and Premier's Awards areas.

Goal	Action 2008/09
<p><b>Governance</b>            Ensure responsible oversight of governance responsibilities</p> <p>Review of boards' recruitment practices for external governors details recruitment processes and identifies best practices to be shared with the colleges</p> <p><b>The Board Chair–President Relationship Guide</b> distributed to colleges in French and English; also on the Council's website</p> <p>Coordinate orientation and development of governors with Colleges Ontario, once our future in governance is known</p>	<p>Revised governor submission form used by system, fall 2008</p> <p>Summer 2008</p> <p>Summer 2008</p> <p>Once the Ministry's decision is made</p>
<p><b>Human Resources</b></p> <p>Negotiate a fair, equitable and timely settlement with the support staff union</p> <p>Negotiate an equitable, fair and timely settlement with academic staff union</p> <p>Respond to changes in the <i>Colleges Collective Bargaining Act, 1990</i> resulting from the Whitaker Review</p>	<p>Agreement expires August, 2008</p> <p>Agreement expires August, 2009</p> <p>As appropriate</p>
<p><b>Premier's Awards</b></p> <p>Present an outstanding event in Toronto</p> <p>Nominee information and photos on the website before event</p> <p>Increase corporate sponsorship</p>	<p>February 23, 2009</p> <p>December, 2008</p> <p>February, 2009</p>

## Council Members

Members bring a wealth of professional work experience, as well as their expertise as former board members and chairs, to the Council. They are appointed by an Order-in-Council for potentially two three-year terms and come from a variety of backgrounds throughout the Province to ensure a broad representation of competencies, skills and community on the Council.

Membership ranges from eight to fifteen members including the Chair and a

representative from the Committee of Presidents and Colleges Ontario.

In 2007/08, four new members joined five reappointed members. Changes included the resignation of Vickie Campbell and Ratna Ray due to work commitments and the retirement of Max Maclean, Chair of the Human Resources Committee. The Council was delighted to see former member, Margaret R. Best, assume her new position as Minister of Health Promotion.

### *Current membership:*



#### **Debra Cooper Burger, Chair**

*January, 2001, Chair,  
Aug., 2006 – Aug., 2009*

Debra Cooper Burger, Chair of the Council, is a former Chair of Sir Sandford Fleming College's Board of Governors and is the CEO of St. Joseph's at Fleming, the Institute for Healthy Aging.



#### **Annie Dell**

*1st term: Jan., 2008 – Dec., 2010*

Annie Dell is currently Regional Director of Réseau de développement économique et d'employabilité de l'Ontario (RDÉE Ont.), Centre/Southwest Region, where her work involves supporting the economic development of Francophone communities.



#### **Bryan Dawson**

*1st term: Jan., 2008 – Dec., 2010*

Bryan Dawson is President and CEO of Aircraft Appliances and Equipment Limited. Mr. Dawson is former Vice Chair of Colleges Ontario and a current member of the Brampton Safe City Association.



#### **Normand Fortier**

*1st term: Jan., 2005 – Dec., 2007*

*2nd term: Jan., 2008 – Dec., 2010*

Normand Fortier, Vice-chair of the Council, is a consultant and past undergraduate studies Director at the School of Management, University of Ottawa and former Chair of La Cité collégiale's Board of Governors.



#### **Tom Hennebury**

*1st term: May, 2007 – May, 2010*

Tom Hennebury, former Chair of Humber College's Board of Governors, is a retired executive who has held a number of senior positions in the investment and telecommunications industry.



#### **Murray Maracle**

*1st term: Feb., 2003 – Dec., 2005*

*2nd term: Jan., 2006 – Dec., 2008*

Murray Maracle is Director of Education at the Union of Ontario Indians and former Vice-President of the First Nations Technical Institute. Mr. Maracle is an active member of many Aboriginal organizations.

**Dianne Miller**

*1st term: Jan., 2005 – Dec., 2007  
2nd term: Jan., 2008 – Dec., 2010*

Dianne Miller, former Chair of Confederation College's Board of Governors, is General Manager of the Forest Ecosystem Science Co-operative Inc., a not-for-profit organization.

**Dan Patterson, PhD**

*1st term: May, 2004 – Apr., 2007  
2nd term: May, 2007 – May, 2010*

Dan Patterson, President of Niagara College, is former Chair of the Colleges Ontario Committee of Presidents.

**Eric Recalla**

*1st term: May, 2007 – May, 2010*

Eric Recalla, former Chair of Georgian College's Board of Governors, is Director of Human Resources at PPG Canada Inc.

**Christine Williams**

*1st term: May, 2004 – May, 2007  
2nd term: May, 2007 – May, 2010*

Christine Williams is a District Vice President at Scotiabank and Vice Chair of the Scarborough Hospital Foundation.

**Mike Yorke**

*1st term: May, 2004 – May, 2007  
2nd term: May, 2007 – May, 2010*

Mike Yorke is Director of Political Action and Vice President, Central Ontario Regional Council of Carpenters and Allied Workers.

**Past membership:****The Honourable Margarett R. Best**

*1st term: January, 2005 – July, 2007*

(leave of absence leading to resignation)

The Honourable Margarett R. Best, Barrister, Solicitor, Notary Public is a lawyer who before becoming MPP and Minister of Health Promotion, practiced Corporate, Estate, Family, Litigation and Real Estate Law.

**Vickie Campbell**

*1st term: July, 2002 – December, 2004*

*2nd term: January, 2005 – April, 2007 (resigned)*

Vickie Campbell, a graduate of Humber College and a past Premier's Awards nominee for business, is currently the President of Campbell Moving Systems Inc.

**A. D. (Max) Maclean**

*1st term: June, 2002 – December, 2004*

*2nd term: January, 2005 – December, 2007*

(retired, completing two full terms)

Max Maclean, a retired executive from the Ford Motor Company of Canada, has extensive experience in labour and industrial relations.

**Ratna Ray**

*1st term: January, 2005 – April, 2007 (resigned)*

Ratna Ray, former Chair of Humber College Institute of Technology and Advanced Learning's Board of Governors, is an instructor at Ryerson University.

## Financial Report

### Budget – College Allocation

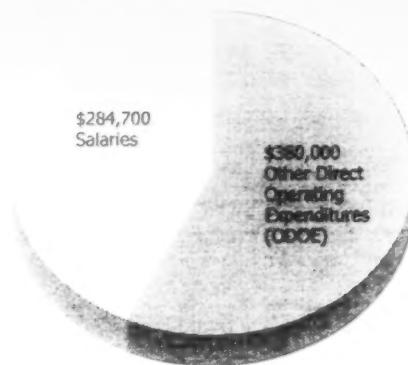
Revenues:	\$ 8,800,000
Expenditures:	
Bargaining and Human Resources	
Related Costs	575,000
Secondees (Salaries and Benefits)	1,039,300
Services, equipment, communications special projects, etc.	289,300
Termination Gratuities	4,275,300
Sick Leave Buyout	376,700
Total:	\$ 6,555,600

Note: The surplus \$2,244,400 from the college allocation has been dedicated to the sick leave and termination gratuity deficit reduction.

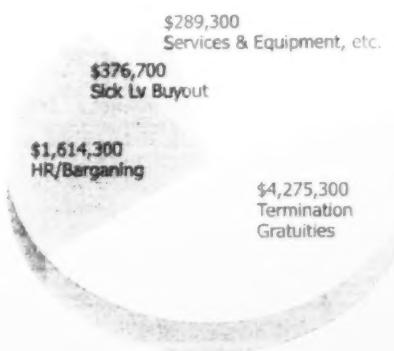
Budget – MTCU Allocation*	684,700
Expenditures:	
OPS Salaries and wages	284,700
Other Direct Operating Expenditures (ODOE)	380,000
Total:	\$ 664,700

\*In year containment (Jan. 2008) reduced to \$591,000\*

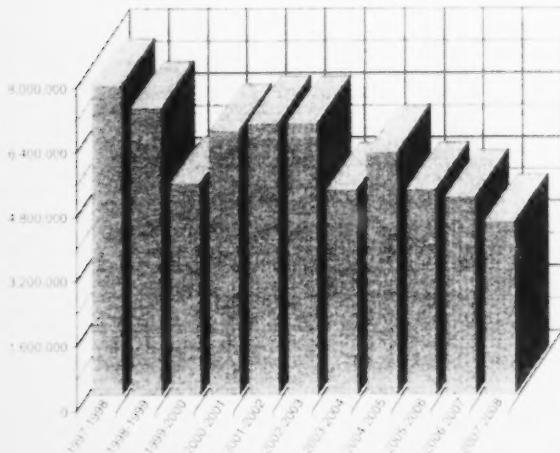
### MTCU Allocation Fiscal Year 2007 - 2008



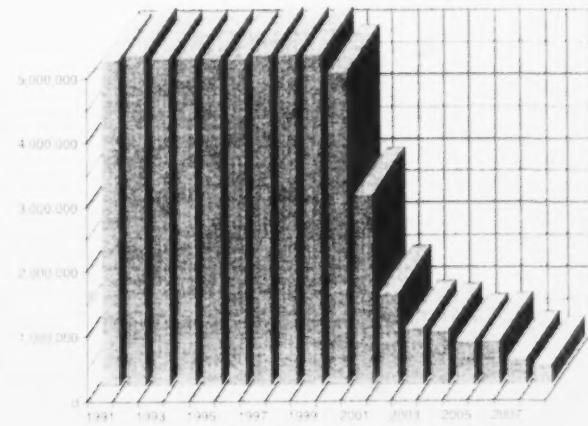
### College Allocation Fiscal Year 2007 - 2008



### Sick Leave Termination Gratuity



### Sick Leave Buyout



## Financial Report

### Budget – College Allocation

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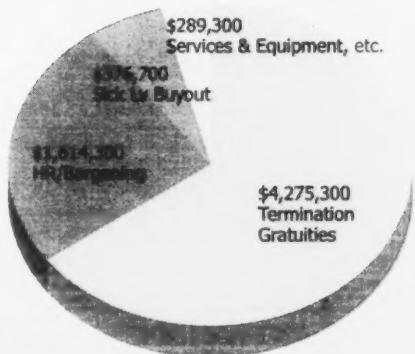
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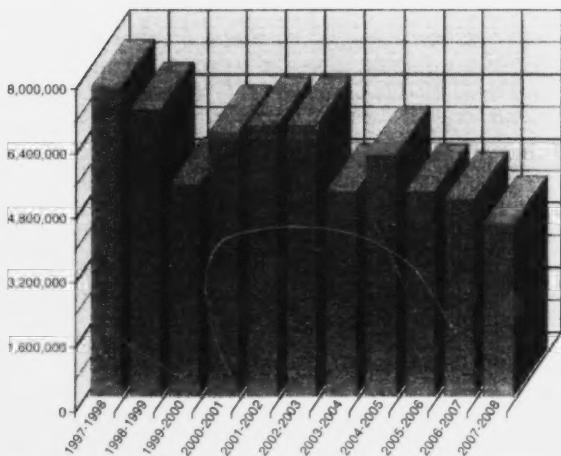
*MTCU Allocation  
Fiscal Year 2007 - 2008*



*College Allocation  
Fiscal Year 2007 - 2008*



### Sick Leave Termination Gratuity



### Sick Leave Buyout

